



MIAMI BEACH

OFFICE OF THE CITY MANAGER

COMMITTEE MEMORANDUM

TO: **Neighborhood/Community Affairs Committee**

Commissioner Edward L. Tobin, Chair
Commissioner Jerry Libbin, Vice-Chair
Commissioner Jorge Exposito, Member
Commissioner Jonah Wolfson, Alternate

FROM: Kathie G. Brooks, Interim City Manager

DATE: January 28, 2013

SUBJECT: MEETING OF THE NEIGHBORHOOD/COMMUNITY AFFAIRS COMMITTEE (NCAC) ON
MONDAY, JANUARY 28, 2013

A meeting of the Neighborhood/Community Affairs Committee has been scheduled for Monday, January 28, 2013 at 3:00pm in the City Manager's Large Conference Room, 4th Floor of City Hall.

The agenda for the meeting is as follows:

OLD BUSINESS

1. **Discussion Concerning The Flamingo Park Neighborhood Becoming Florida's Most Pedestrian Friendly Neighborhood.**

Commission Item C4D, April 13, 2011

(Requested by Commissioner Góngora)

On the agenda for NCAC July 30, 2012 however not discussed

Fred Beckmann, Public Works Department Director

2. **Discussion Regarding Expanding The Ordinance (2012-3751) Amending Chapter 66, "Marine Structures, Facilities And Vehicles," Article Iv, "Vessels," Section 66-151, "Launching And Hauling," To Prohibit Docking, Securing, Embarking Or Disembarking Vessels At Municipal Or Public Seawalls, Wharfs, Docks Or Bulkheads In Single Family Neighborhoods, Creating Exceptions, Providing For Repealer; Codification; Severability And An Effective Date To Make It More Comprehensive.**

Referred at February 8, 2012 Commission, Item R5A

(Requested by Commissioner Deede Weithorn during Second Reading where Ordinance No. 2012-3751 was adopted)

Richard Lorber, Acting Planning Director

3. **Discuss Naming 8th Street After Tony Goldman.**

Commission Item C4M, October 24, 2012

(Requested by Commissioner Tobin)

Discussion only

Max Sklar, Acting Assistant City Manager

We are committed to providing excellent public service and safety to all who live, work, and play in our vibrant, tropical, historic community.

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NEW BUSINESS

4. Discussion Regarding The City Of Miami Beach Centennial, Which Will Occur On March 26, 2015.

Commission Item, C4A, December 12, 2012
(Requested by City Manager's Office)
(Discussion only Commission Memo as reference)

Max Sklar, Acting Assistant City Manager

5. Discussion Regarding The Placement Of A Fence Along The Perimeter Of The Scott Rakow Youth Center Playfield.

Commission Item C4Q, December 12, 2012
(Requested By Commissioner Weithorn)

Kevin Smith, Parks and Recreation Department Director

6. Discussion Regarding Creating A Municipal Youth Council On Miami Beach.

Commission Item C4F, January 16, 2013
(Requested by Commissioner Tobin)

Kevin Smith, Parks and Recreation Department Director

c: Mayor and Members of the City Commission
Jose Smith, City Attorney
Duncan Ballantyne, Assistant City Manager
Jorge Gomez, Assistant City Manager
Max Sklar, Acting Assistant City Manager
Rafael E. Granado, City Clerk
Stephen Scott, Building Department Director
Hernan Cardeno, Code Compliance Division Commander
Barbara Hawayek, Customer Service Manager
Carla Gomez, Special Projects Administrator

Neighborhood/Community Affairs Committee Meeting
January 28, 2013

Discussion Concerning The Flamingo Park Neighborhood Becoming Florida's Most Pedestrian Friendly Neighborhood.

Commission Item C4D, April 13, 2011

(Requested by Commissioner Góngora)

On the agenda for NCAC July 30, 2012 however not discussed

Fred Beckmann, Public Works Department Director

ITEM #1

**MEMO TO BE DELIVERED
UNDER SEPARATE COVER**

Neighborhood/Community Affairs Committee Meeting
January 28, 2013

Discussion Regarding Expanding The Ordinance (2012-3751) Amending Chapter 66, "Marine Structures, Facilities And Vehicles," Article Iv, "Vessels," Section 66-151, "Launching And Hauling," To Prohibit Docking, Securing, Embarking Or Disembarking Vessels At Municipal Or Public Seawalls, Wharfs, Docks Or Bulkheads In Single Family Neighborhoods, Creating Exceptions, Providing For Repealer; Codification; Severability And An Effective Date To Make It More Comprehensive.

Referred at February 8, 2012 Commission, Item R5A

(Requested by Commissioner Deede Weithorn during Second Reading where Ordinance No. 2012-3751 was adopted)

Richard Lorber, Acting Planning Director

ITEM #2



COMMITTEE MEMORANDUM

TO: Neighborhoods Community Affairs Committee

FROM: Kathie G. Brooks, Interim City Manager

DATE: January 28, 2013

SUBJECT: **AN ORDINANCE OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, AMENDING CHAPTER 66, "MARINE STRUCTURES, FACILITIES AND VEHICLES," ARTICLE IV, "VESSELS," SECTION 66-151, "LAUNCHING AND HAULING," TO PROHIBIT DOCKING, SECURING, EMBARKING OR DISEMBARKING VESSELS AT MUNICIPAL OR PUBLIC SEAWALLS, WHARFS, DOCKS OR BULKHEADS IN RESIDENTIAL NEIGHBORHOODS, CREATING EXCEPTIONS, PROVIDING FOR REPEALER; CODIFICATION; SEVERABILITY AND AN EFFECTIVE DATE.**

BACKGROUND

On February 8, 2012, the City Commission adopted an ordinance prohibiting docking, securing, embarking or disembarking vessels at municipal or public seawalls, wharfs, docks or bulkheads in single family neighborhoods. At the time of adoption, the Commission referred to the Neighborhood/Community Affairs Committee the adoption of an ordinance that extended that prohibition to all residential neighborhoods (see attached after action). The attached ordinance proposes that change.

The ordinance would prohibit persons from docking or securing vessels, and embarking or disembarking, at any public seawall in all residential neighborhoods, except in case of emergency involving safety to life or property.

The ordinance is within the authority of the City to enact under its police power, in order to protect the public health, safety and welfare. It would reduce crime and trespass to abutting private property. The ordinance is not affected by recent State legislation limiting the city's authority to regulate anchoring in navigable waters.

FISCAL IMPACT

In accordance with Charter Section 5.02, which requires that the "City of Miami Beach shall consider the long term economic impact (at least 5 years) of proposed legislative actions," this shall confirm that the City Administration evaluated the long term economic impact (at least 5 years) of this proposed legislative action. The proposed ordinance, if enacted, would not have any significant economic impact. The cost of installation of appropriate signage informing affected persons of the ordinance is estimated at approximately \$2,000.

The Code Compliance Division has researched the enforcement statistics and complaints related to the existing docking prohibition enforcement for the previous 6 months. There has been no enforcement activity and no complaints received on the

current prohibition; therefore, it can be concluded that costs of expanding enforcement as per the proposed ordinance, should be nominal with existing on-duty resources.

CONCLUSION

The Administration is seeking policy direction on this matter.

KGB/JGG/RGL

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ORDINANCE NO. _____

AN ORDINANCE OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, AMENDING CHAPTER 66, "MARINE STRUCTURES, FACILITIES AND VEHICLES," ARTICLE IV, "VESSELS," SECTION 66-151, "LAUNCHING AND HAULING," TO PROHIBIT DOCKING, SECURING, EMBARKING OR DISEMBARKING VESSELS AT MUNICIPAL OR PUBLIC SEAWALLS, WHARFS, DOCKS OR BULKHEADS IN RESIDENTIAL NEIGHBORHOODS, CREATING EXCEPTIONS, PROVIDING FOR REPEALER; CODIFICATION; SEVERABILITY AND AN EFFECTIVE DATE.

WHEREAS, the City Code, Chapter 66, provides for the regulation of vessels and docking, including limitations on docking at public and private land within the City, as permitted by State law; and

WHEREAS, the City Commission has received complaints about persons docking at public seawalls in single family neighborhoods causing problems and concerns in such neighborhoods; and

WHEREAS, the City Attorney drafted an ordinance at the request of Commissioner Weithorn that addresses the problem by prohibiting such dockage, with certain exceptions; and

WHEREAS, the ordinance was presented to the Neighborhoods and Community Affairs Committee on December 8, 2011, which recommended its adoption; and

WHEREAS, the amendments set forth below are necessary to accomplish the above objectives.

NOW, THEREFORE, BE IT DULY ORDAINED BY THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, AS FOLLOWS:

Section 1. Chapter 66, "Marine Structures, Facilities and Vehicles," Article IV, "Vessels," Section 66-151, "Launching and hauling," is hereby amended as follows:

Sec. 66-151. - Launching, hauling and docking at public seawall, etc., prohibited.

(a) No person shall launch or remove any vessel from the waters of the city over any public seawall, sidewalk, street end, or public property except at locations where a regular business of launching and hauling vessels is conducted, which has the necessary equipment to do such work, or in areas designated and posted for such purpose by the city.

(b) Docking at public seawalls in residential ~~single-family~~ neighborhoods prohibited.

(1) No person shall dock or otherwise secure any vessel, or embark or disembark any passengers or charter parties, at any municipal or public seawall, wharf, dock, or bulkhead, in a residential ~~single-family~~ neighborhood, except in case of emergency involving safety to life or property.

(2) Enforcement and penalties.

a. Civil fine for violators. The following civil fines shall be imposed for a violation of this section:

1. First offense within a 12-month period a fine of \$100.00;
2. Second offense within a 12-month period a fine of \$250.00;
3. Third or fourth offenses within a 12-month period a fine of \$500.00; and
4. Fifth offense within a 12-month period a fine of \$1,000.00; and
5. Sixth offense and subsequent offenses within a 12-month period a fine of \$2,500.00.

b. Enforcement. The code compliance division or the Miami Beach Police Department shall enforce the provisions of this section. This shall not preclude other law enforcement agencies or regulatory bodies from any action to assure compliance with this section and all applicable laws. If an enforcing officer finds a violation of this section, the officer shall issue a notice of violation to the violator. The notice of violation shall inform the violator of the nature of the violation, amount of fine for which the violator is liable, instructions and due date for paying the fine, notice that the violation may be appealed by requesting an administrative hearing within ten days after service of the notice of violation, and that failure to appeal the violation within the ten days shall constitute an admission of the violation and a waiver of the right to a hearing.

c. Rights of violators; payment of fine; right to appear; failure to pay civil fine or to appeal.

1. A violator who has been served with a notice of violation shall elect either to:
 - A. Pay the civil fine in the manner indicated on the notice of violation; or
 - B. Request an administrative hearing before a special master to appeal the notice of violation within ten days of the issuance of the notice of violation.
2. The procedures for appeal by administrative hearing of the notice of violation shall be as set forth in sections 30-72 and 30-73
3. If the named violator, after issuance of the notice of violation, fails to pay the civil fine, or fails to timely request an administrative hearing before a special master, the special master shall be informed of such failure by report from the officer. Failure of the named violator to appeal the decision of the officer within the prescribed time period shall constitute a waiver of the violator's right to administrative hearing before the special master, and be treated as an admission of the violation, and fines and penalties may be assessed accordingly.
4. A certified copy of an order imposing a fine may be recorded in the public records and thereafter shall constitute a lien upon any real or personal property owned by the violator and it may be enforced in the same manner as a court judgment by the sheriffs of this state, including levy against the violator's real or personal property, but shall not be deemed to be a court judgment except for enforcement purposes. After two months from the recording of any such lien which remains unpaid, the city may foreclose or otherwise execute upon the lien.

5. Any party aggrieved by a decision of a special master may appeal that decision to a court of competent jurisdiction.
6. The special master shall be prohibited from hearing the merits of the notice of violation or consideration of the timeliness of the request for an administrative hearing if the violator has failed to request an administrative hearing within ten days of the issuance of the notice of violation.

(Code 1964, § 7-36; Ord. No. 2012-3751, § 1, 2-8-12)

SECTION 2. Repealer.

All ordinances or parts of ordinances and all sections and parts of sections in conflict herewith be and the same are hereby repealed.

SECTION 3. Codification.

It is the intention of the City Commission, and it is hereby ordained that the provisions of this ordinance shall become and be made part of the Code of the City of Miami Beach as amended; that the sections of this ordinance may be renumbered or relettered to accomplish such intention, and that the word "ordinance" may be changed to "section" or other appropriate word.

SECTION 4. Severability.

If any section, subsection, clause or provision of this Ordinance is held invalid, the remainder shall not be affected by such invalidity.

SECTION 5. Effective Date.

This Ordinance shall take effect ten days following adoption.

PASSED and ADOPTED this ____ day of _____, 2013.

MAYOR

ATTEST:

CITY CLERK

APPROVED AS TO
FORM AND LANGUAGE
& FOR EXECUTION

City Attorney

Date

First Reading:
Second Reading:

Underscore denotes new language.
~~Strikethrough~~ denotes deleted language.

[illegible]

Multifamily Zoning Streetend



REGULAR AGENDA**R2 - Competitive Bid Reports****7:05:33 p.m.**

- R2A Request For Approval To Purchase Budgeted Replacement And Vehicle Additions And Equipment Pursuant To Florida State Contract No. 11-19-0907, In The Amount Of \$3,477,980.00.
(Fleet Management)

ACTION: Request authorized. Motion made by Commissioner Tobin; seconded by Commissioner Exposito; Voice vote: 4-1; Opposed: Commissioner Góngora; Absent: Mayor Bower and Commissioner Libbin. Drew Terpak to handle.

7:08:33 p.m.

- R2B Request For Approval To Purchase Budgeted Replacement And Vehicle Additions And Equipment Pursuant To Florida State Contract No. 11-10-1202, Florida State Contract No. 11-19-0907 And GSA Contract No. GS-07F-0011J, In The Amount Of \$967,819.91.
(Fleet Management)

ACTION: Request authorized. Motion made by Commissioner Tobin; seconded by Commissioner Exposito; Voice vote: 4-1; Opposed: Commissioner Góngora; Absent: Mayor Bower and Commissioner Libbin. Drew Terpak to handle.

R5 - Ordinances**11:22:34 a.m.**

- R5A An Ordinance Amending Chapter 66, "Marine Structures, Facilities And Vehicles," Article IV, "Vessels," Section 66-151, "Launching And Hauling," To Prohibit Docking, Securing, Embarking Or Disembarking Vessels At Municipal Or Public Seawalls, Wharfs, Docks Or Bulkheads In Single Family Neighborhoods, Creating Exceptions, Providing For Repealer, Codification, Severability And An Effective Date. **10:20 a.m. Second Reading Public Hearing**
(Requested by Vice-Mayor Deede Weithorn)
(Legislative Tracking: City Attorney's Office)
(First Reading on January 11, 2012)

ACTION: Public Hearing held. Ordinance No. 2012-3751 adopted as amended with a referral to the Neighborhood/Community Affairs Committee. Motion made by Vice-Mayor Weithorn to approve the ordinance and refer to Neighborhood/Community Affairs Committee to expand the ordinance to make it more comprehensive by including residential areas not in single family areas; seconded by Commissioner Góngora; Ballot vote: 5-1; Opposed: Commissioner Tobin; Absent: Commissioner Wolfson. Robert Santos-Alborma to handle. Barbara Hawayek to place on the committee agenda. Gary Held to handle.

Amendments

All on page 273:

1. In subsection (2)(a)(3): Add a "Third offense," which along with the Fourth offense will have a fine of \$500.
2. In subsection (2)(b), line 1, change "code enforcement department" to "code compliance division."
3. In subsection (2)(b), line 4, change "such Officer" to "an enforcing Officer."
4. In subsection (2)(c)(4), line 5, insert "real or" in front of "personal property."

End

Neighborhood/Community Affairs Committee Meeting
January 28, 2013

Discuss Naming 8th Street After Tony Goldman.

Commission Item C4M, October 24, 2012

(Requested by Commissioner Tobin)

Discussion only

Max Sklar, Acting Assistant City Manager

ITEM #3

PRESENTATION AT COMMITTEE MEETING

Neighborhood/Community Affairs Committee Meeting
January 28, 2013

**Discussion Regarding The City Of Miami Beach Centennial, Which Will Occur On
March 26, 2015.**

Commission Item, C4A, December 12, 2012

(Requested by City Manager's Office)

(Discussion only Commission Memo as reference)

Max Sklar, Acting Assistant City Manager

ITEM #4




MIAMI BEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov

COMMISSION MEMORANDUM

TO: Mayor Matti Herrera Bower and Members of the City Commission

FROM: Kathie G. Brooks, Interim City Manager 

DATE: December 12, 2012

SUBJECT: **REFERRAL TO THE NEIGHBORHOOD/COMMUNITY AFFAIRS COMMITTEE A DISCUSSION REGARDING THE CITY OF MIAMI BEACH CENTENNIAL, WHICH WILL OCCUR ON MARCH 26, 2015.**

ADMINISTRATION RECOMMENDATION

Refer the item to the Neighborhood/Community Affairs Committee for discussion.

BACKGROUND

The City's centennial will occur on March 26, 2015. Planning for a Centennial celebration requires a lot of time and resources. In order to kick-start the planning process the City Administration believes a discussion is needed to develop a comprehensive vision of the celebration and agree to the tools needed for its implementation. The following topics should be considered as part of the discussion:

- Establishing a Host Committee representing a cross-section of the community and who would oversee the planning, fundraising, logistics and coordination of the Centennial celebration.
- Celebrate the City through a comprehensive use of its venues and amenities.
- Manage a broad range of activities whose content and pricing reflect the demographic, economic and cultural diversity of the City, including events that are free to the public.
- Work collaboratively with all parties interested in these goals, and especially with the City's cultural, historic and civic organizations.
- Creating an event to attract local, national, and international visitors.

CONCLUSION

The Administration recommends that the Mayor and City Commission refer the matter to the Neighborhood/Community Affairs Committee for discussion and further direction.

KGB/MAS

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Agenda Item C4A
Date 12-12-12

Neighborhood/Community Affairs Committee Meeting
January 28, 2013

**Discussion Regarding The Placement Of A Fence Along The Perimeter Of The Scott
Rakow Youth Center Playfield.**

Commission Item C4Q, December 12, 2012
(Requested By Commissioner Weithorn)

Kevin Smith, Parks and Recreation Department Director

ITEM #5



MEMORANDUM

TO: Neighborhoods/Community Affairs Committee

FROM: Kathie G. Brooks, Interim City Manager *KGB*

DATE: January 28, 2013

SUBJECT: **Discussion Regarding the Installation of a Fence around the Scott Rakow Youth Center play-field.**

Introduction

At the December 12, 2012, City Commission meeting, Commissioner Weithorn requested that a discussion concerning the placement of a fence along the perimeter of the Scott Rakow playfield be referred to the Neighborhoods Community Affairs Committee.

Background

On December 19, 2010, the City's grand re-opening ceremony of the Scott Rakow Youth Center took place with the long awaited ribbon cutting of the spectacular newly renovated Youth Center.

It was noted that two (2) key recreational elements missing in the original design was a playground and an outdoor playfield. Throughout the planning, design and construction phases of the Youth Center, there were the discussions with various interested parties regarding the inclusion of a playground and playfield and the need for the playfield to be fenced in for the safety and security of the children. At the time of the design there was concern from the neighborhood regarding the fence, therefore the final design did include a playfield but did not include a fence around the perimeter to secure it.

Since opening the field, the Scott Rakow Youth Center staff has diligently attempted to supervise the small play-field area by requesting patrons, throughout the day, with either unleashed dogs on the Par 3, or golfers to leave the play-field. Staff has reported that there is confusion by residents and users when dog owners walk the area, or allow their dogs run loose in and around the play-field. Since there is no separation or designation, it is assumed by users that land is part of the Par 3 Golf Course and open for use. This inability to control access has resulted in dogs off leash running up to children on the play field in an aggressive or intimidating manner or to grab the ball the children may be playing with, children stepping in dog feces (which poses health and cleanliness issues), and additional maintenance required to clean up the feces before the children can use the field.

In an effort to educate the public signage stating that dogs are not allowed has been posted around the field, but it has proven ineffective. The City's Code Enforcement Officers and the Police have also been on sight to assist in controlling the dog off-leash problem.

The safety, security and health issues facing the children playing on the unfenced designated field at the Rakow Center due to the dogs off-leash or dog owners walking their dogs on leash but failing to clean-up after their animal is similar to those faced by patrons of South Pointe Park as a result of the dogs running off-leash.

It should be noted that in a similar instance the parents whose children utilize the playground South Pointe Park requested the City allocate funding to install a safety fence around the playground, which was approved in the 2012-13 Capital Budget process.

It is currently estimated that an aluminum ornamental picket fence around the perimeter of the Scott Rakow Youth Center playfield would be approximately 4' H x 160' L x 60' W. A very preliminary cost estimate for this fence, based on the Commission approved Invitation To Bid No. 40-11/12, for Fencing Services For Various City Departments for the design, fabrication and installation is \$16,500. Again, this is a preliminary estimate and maybe subject to modification.

Parks and Recreation Department's Advisory Boards Actions

Pursuant to the issues mentioned above, the Scott Rakow Youth Center Advisory Board, at its November 17, 2011 meeting approved a motion, which was subsequently forwarded to the Commission via an LTC, dated February 3, 2012, and which was subsequently reviewed by the Parks and Recreational Facilities Advisory Board who approved their own motion, and a second LTC was then presented to Commission on the same subject.

The two motions are as follows:

MOTION: The Scott Rakow Youth Center Advisory Board unanimously requests that the City install a fence around the Scott Rakow Youth Center playfield for the safety of the children that attend the Youth Center.

Members Present -Jeff Gordon, Paul Stein, Jeff Graff, Dana Turken, Stephanie Rosen and Esther Egozi Choukroun

Motion Date November 17 2011
Motion Made By Jeff Gordon
Motion Seconded By Dana Turken
Motion Passed Unanimously

MOTION: The Parks and Recreational Facilities Advisory Board supports the recommendation of the SRYC Advisory Board requesting the play area be fenced in light of safety and all issues.

Members Present- Amy Rabin, Meryl Wolfson, Harriet Halpryn, Rebecca Boyce, Leslie Graff and Jonathan Groff

Motion Date: February 1, 2012
Motion Made By Jonathan Groff
Motion Seconded By Meryl Wolfson
Motion Passed Unanimously

Conclusion

The Administration requests direction regarding the installation of a fence around the perimeter of the Scott Rakow Youth Center playfield.

Neighborhood/Community Affairs Committee Meeting
January 28, 2013

Discussion Regarding Creating A Municipal Youth Council On Miami Beach.
Commission Item C4F, January 16, 2013
(Requested by Commissioner Tobin)

Kevin Smith, Parks and Recreation Department Director

ITEM #6



MIAMI BEACH

OFFICE OF THE MAYOR AND COMMISSION

MEMORANDUM

TO: Kathie Brooks, Interim City Manager

FROM: Ed Tobin, Commissioner

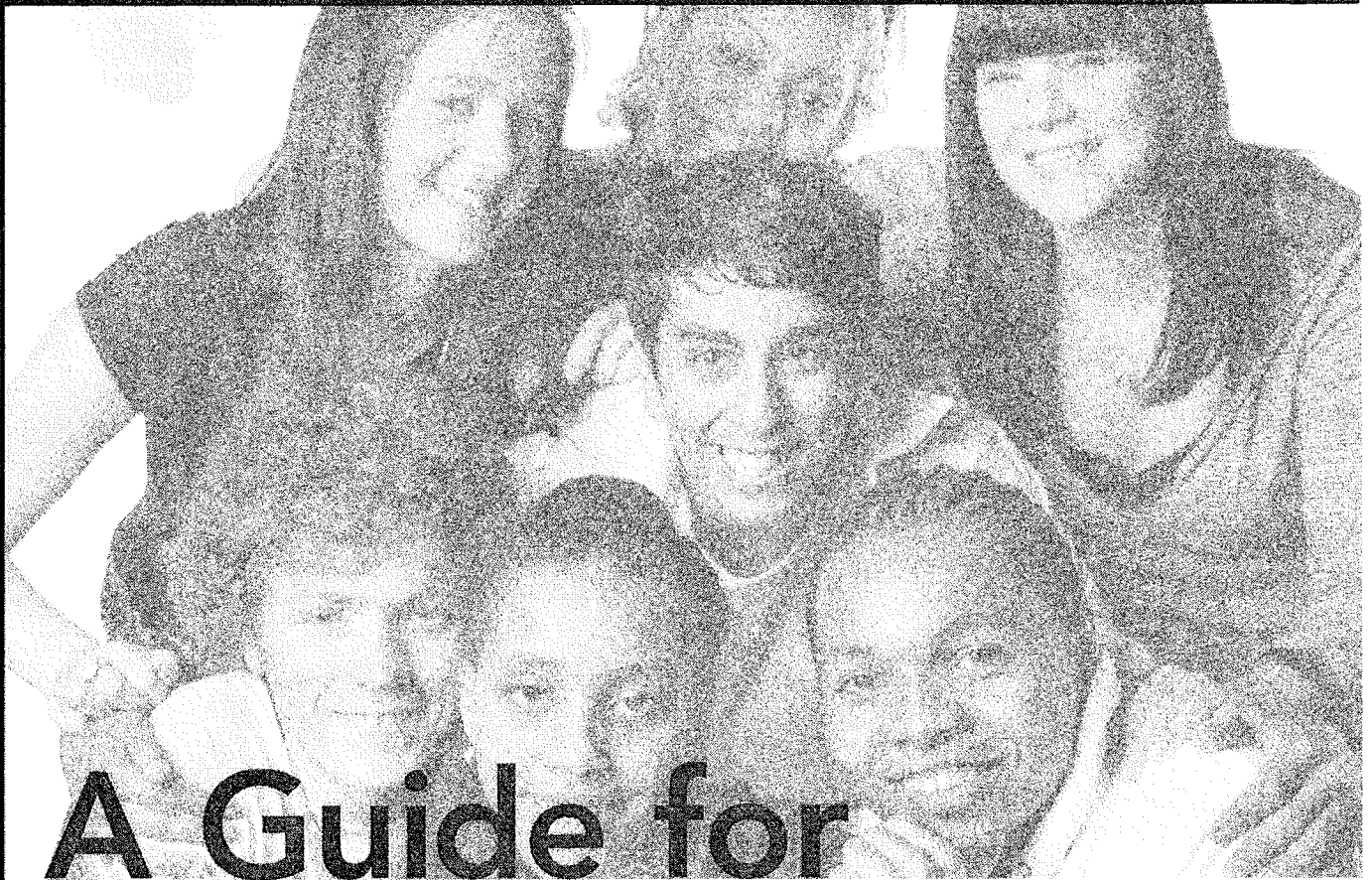
DATE: January 4th , 2013

SUBJECT: Agenda item for January 16th , 2013 City Commission Meeting

Please place on the January 16th City Commission Meeting a referral to Neighborhoods/Community Affairs Committee to discuss creating a Municipal Youth Council on Miami Beach.

If you have any questions please contact, Dessiree Kane at Extension 6274

ET/dk



A Guide for Creating a City Youth Council

Compiled by the Florida League of Cities, Inc.

P.O. Box 1757, Tallahassee, FL 32302 • (850) 222-9684 • www.flcities.com

In August 2008, Wellington Vice Mayor Carmine Priore was sworn in as president of the Florida League of Cities. In his first speech as president, he spoke about how students are receiving little or no civic education instruction in the classroom and cited surveys and studies showing that a large percentage of high school students know little about their governments. He made it his presidential priority to promote civic education and encouraged cities to create youth councils to educate this younger generation.

While many of Florida's cities already have youth councils, we wanted to create a document that would serve as a "road map" for others wanting to start similar programs. These special citywide councils are composed of students from different high schools within the city and serve as an advisory board to the city commission/council. These students are the leaders of tomorrow and it is important to expose them to municipal government at an early age. We hope that your city will consider forming a youth council.

The Florida League of Cities would like to thank the North Carolina Civic Education Consortium for providing a template for this document. Additionally, the League would like to thank the following Florida governments for providing information on their youth councils: Dade City, West Palm Beach and Destin; and also Greene County, N.C.

For more information, contact Casey Cook at ccook@flcities.com or by phone at (850) 701-3609.

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I. What is a youth council?

A youth council is an advisory body composed of local youth (usually high-school aged). They provide advice and counsel to the local governing body and its affiliated advisory and regulatory boards, as well as other community organizations. Additionally, youth councils can implement and participate in a variety of youth-identified community initiatives.

II. Why create a youth council?

According to the Census Bureau, 24.6 percent of the U.S. population is under the age of 18. It goes without saying that young people are the future of our communities. Therefore, it is vitally important that they are vested with the knowledge, skills and abilities to be the next generation of local leaders. Youth councils are an excellent means of doing so because they promote regular and active civic engagement among youth.

Youth councils promote civic engagement among youth by:

- Giving them a formal role in local decision making
- Offering real-world experiences with elected and advisory bodies
- Teaching them about the role of councils, boards and commissions
- Providing them with an opportunity to develop leadership skills and learn how local government operates
- Increasing voice and communication between youth and adults, and among youth themselves
- Increasing youth volunteerism
- Enhancing classroom civic education

III. Who benefits?

Youth councils enable **young people** to:

- Communicate their concerns regarding local matters that affect them
- Directly participate in local government
- Make decisions and take action to potentially improve their community

Youth councils enable **local councils/commissioners** to:

- Be more representative of the community as a whole
- Gain insight regarding the community's "young," dynamic and/or progressive perspective
- Encourage youths to be more actively engaged in the political process
- Improve services that directly affect young people
- Be more sustainable

Pages 4-10 of the guide are reprinted with permission from the **North Carolina Civic Education Consortium**. Some slight modifications have been made for League members. Special thanks to the consortium for providing a template for this document. For more information on the consortium and its other resources, please visit <http://www.sog.unc.edu/programs/civiced/index.php>.

IV. Is your city ready for a youth council?

The following three components serve as positive indicators that your city is poised to establish a local youth council:

- **Concern:** Local leaders recognize some degree of need for youth insight in public decision making
- **Trust:** Local leaders envision youth in a meaningful, visible and advisory role
- **Change:** Local leaders are willing to modify existing codes or adopt specific ordinances to promote youth involvement on councils, boards and commissions

V. Who creates and oversees the youth council?

It is up to the governing body to decide exactly who will create and oversee the youth council. In some communities, a Cooperative Extension (such as the local 4-H) is tasked with creating and maintaining the youth council. In others, a local department (such as parks and recreation) is given the task. In others still, a full-time city employee (such as the public information officer or assistant city manager) is vested with the task as part of his or her job responsibilities. Whatever the governing body decides, the youth council should be aligned with the manager's or clerk's office for the purposes of housing the council's meetings and funding various initiatives.

The important thing to keep in mind is that the primary purpose of the youth council is to advise local government officials. Therefore, it is important that the council is truly viewed as an essential part of the local government structure, and not simply relegated off to the side to one department or extension.

VI. Who serves on the youth council?

When thinking about the composition of the student component of a youth council, the following should be considered:

- Include at least one, and as many as four, representatives from all local high schools (grades 9-12)
- Include a representative for private, charter and home schools
- Include students from diverse backgrounds
- Consider minimum requirements in terms of GPA and number of unexcused school absences. (It is important to realize that oftentimes it is not the students with the highest GPAs and attendance rates that would benefit most from being selected for the youth council. Along the same lines, the city may benefit more from feedback not attained from the "highest" academic achievers.)
- Think about the geographic area from which you will be recruiting. If your city plans on recruiting through the schools, make sure you consider that not all students in the school district live inside the city limits. The important thing is that you are recruiting from a variety of geographic areas within your city.

- Potential council members should be students who have a proven record of leadership, goal-setting, commitment to community service and community values, and who want to create positive opportunities for other youth in the community
- Consider representatives from local youth organizations already in existence
- Consider students who are not necessarily “the usual suspects” – do not simply select all student government presidents

VII. How do you establish a youth council?

- A. **Make it official:** First and foremost, a locality should adopt a **resolution** or **ordinance** that establishes a youth council. The resolution/ordinance should include sections that specify the following:
- Establishment of the youth council
 - Membership composition (How many representatives should the youth council have? How many representatives should there be from each school? From each grade level?)
 - Appointment (What will the application process entail? Who will make the final selection of members?)
 - Length of terms
 - Member rights, powers, duties, authority, discretion and privileges
 - Compensation for the youth council liaison if not included in scope of work
 - Organizational structure
 - Meeting requirements and procedures
 - Fundraising

***See Appendix 1 for an example an ordinance establishing a youth council.*

- B. **Invest in the youth council:** Align your youth council with the manager's or clerk's office through provision of funding and staffing. Develop a thoughtful, inclusive and rigorous application process.

C. **Connect, publicize, recruit:**

Work with parents and schools to publicize the program:

- Send a letter to all parents/guardians describing the purpose and goals of the youth council, the application and selection process, and a contact person for further questions
***See Appendix 2 for an example of a parent letter*
***See Appendix 3 for an example of a youth council application form*
- Ask civics and economics teachers to share with students information about the purpose and importance of youth councils and details on applying for the local youth council
- Ask school counselors to actively solicit student applications for the youth council
- Have an elected official visit classrooms and clubs

- Request an assembly in which the youth council contact person can discuss specifics with potential candidates
- Develop posters or flyers for classrooms and counselors' offices
- Post information on Web sites that are visited frequently by high school students (e.g. school Web sites/Facebook/etc.)

Make efforts to advertise in the community (outside of schools):

- Contact supervisors of local youth programs/groups, such as Boy Scouts, Girl Scouts, church youth groups, recreation sports teams, etc.
- Partner with local youth outreach programs, such as the YMCA and 4-H
- Run an advertisement in local newspapers/publications
- Make announcements at youth conferences or summits
- Put flyers up in popular youth "spots," such as the mall, local record store, athletic fields, etc.
- Ask local radio disc jockeys (perhaps local NPR affiliate) to make a short plug on air

- D. **Make decisions:** Thoroughly evaluate applicants in a competitive process. You may wish to hold interviews, either in person or over the phone, to narrow down prospective candidates. You may also want to have a small committee of people, including youth, evaluate the final applicants.

Once decisions have been made, the youth council liaison should return to schools to acknowledge the selected members, send acceptance letters and/or make congratulatory phone calls. Additionally, the decision should be honored through a formal vote by the council/commissioners.

Likewise, a polite letter should be sent to all applicants who were not selected, encouraging them to apply again in the future.

VIII. Now what?

First Meeting – Orientation

Once youth council members have been selected, the first order of business should be to hold an "orientation meeting," to establish the youth council as a safe, fun forum that members will look forward to attending. The initial meeting should essentially be a "get to know you session" where youth council members have an opportunity to learn more about each other and the youth council liaison. In order to do so, students can participate in an "ice-breaker" activity and a variety of team-building exercises.

The orientation meeting also should have an informational component where members learn more about the specific purpose and mission of the youth council, and discuss some of the member/meeting

requirements. Of course, youth council members should be able to contribute their own ideas regarding the purpose, mission and requirements of the youth council and its members. The first meeting should last about two hours, setting the standard for time requirement for future meetings.

Second Meeting – Swearing In of Council Members

After the orientation meeting, youth council members should be required to attend the next scheduled city council/commission meeting. At the meeting, the youth council should be welcomed as an official advisory board and youth council members should be sworn in by the local government officials (youth council facilitators will need to get this on the meeting agenda in advance).

***See Appendix 4 for an example of a youth council oath of office*

Third Meeting – Team Building and Bylaws

The next youth council meeting should begin with some additional icebreaker and team-building exercises, followed by member creation of their own “youth council bylaws.” Have members consider the following topics when discussing and codifying the bylaws:

- Purpose/Mission/Goals
- Membership and membership requirements
- Member at large requirements
- Meetings (structure, length, frequency)
- Attendance requirements
- Officers/Roles (members are likely to need to be placed in additional representative capacities such as voting seats on advisory boards)
- Parliamentary Authority (the procedural rules for the conduct of meetings)
 - ▶ You may want to ask a member of your locality’s governing body to attend this meeting and present a workshop regarding parliamentary authority as it pertains to meetings in your local government. Students can use what they learn to establish their own procedures based on the actual city council procedures
- Quorum (the number of members that must be present in order to conduct the business of a meeting)
- Subcommittees
- Programs and activities

***See Appendix 5 for example of youth council bylaws and procedural guidelines.*

***See Appendix 6 for example of a mission statement.*

Additional note: The bylaws members create may require amendments to the city’s resolution/ordinance.

Fourth Meeting – Additional Team Building and Action Plan

Begin the fourth meeting with a team-building activity. Next, discuss with council members issues they want to address and goals they wish to accomplish as a council throughout the year. Use the information to create an “action plan,” which will help in planning “topics” for future meetings. You will then be able to coordinate activities and guest speakers accordingly. For example, if students are interested in discussing the issues of teen drug and alcohol use or gang violence in schools, you can schedule a law enforcement officer specializing in one of these areas as a guest speaker during the appropriate meeting. Or, if students express interest in the locality funding the development of a new park, you can schedule a parks and recreation employee and/or a local developer to discuss implications and costs to the locality.

IX. What should the youth council do?

Aside from advising local government officials, youth councils can implement and participate in a variety of activities. Some of these activities may include:

- Conduct a youth forum for all local high school students on topics of concern for youths
 - ▶ Raising Student Voice & Participation (RSVP), a student engagement program sponsored by the National Association of Student Councils and the National Association of Secondary School Principals, provides a format for student lead youth forums; information is available at http://www.nasc.us/s_nasc/sec.asp?CID=1266&DID=55678
 - ▶ The North Carolina Civic Education Consortium has a Community Forum Toolkit that can be tailored for youth council use. It is available at <http://www.civics.unc.edu/civicindex/aboutforums.htm>
- Create a youth council publication to be distributed at local middle and high schools or as a leaflet in local newspaper
- Organize community service projects such as:
 - ▶ Stream and/or highway cleanups
 - ▶ Senior center volunteering
 - ▶ Tutoring or mentoring youths (e.g. “Big Brother/Big Sister programs”)
 - ▶ Organizing drives (e.g. for food, clothes, school supplies, holiday gifts, etc.)
 - ▶ Adopt-a-pet
 - ▶ Volunteering at a food bank or shelter
- Lead a citywide educational or advocacy campaign addressing a youth identified issue of concern (i.e. water conservation; global warming; school bullying/violence; reduce, reuse, recycling (RRR), etc.)
- Conduct interviews of local government officials and city staff to be aired on local public access channel

-
- Advocate for particular development projects on behalf of local youth (for example, building a skate park or athletic field)
 - Plan and organize fundraising events for youth-related development projects and/or charitable causes
 - Job shadowing day with city elected officials and department heads
 - Organize a "Careers in City Government" career day at local schools
 - Act as liaisons between city council and local youth through school announcements
 - Promote civic involvement of other local youth by spearheading civic-minded clubs/organizations in schools
 - Attend city council/commission meetings (perhaps one member should be present at each meeting and report back to the youth council on topics covered)
 - Maintain a local youth council Web site that provides relevant information to local youth
 - Attend professional development workshops on leadership, goal setting, public speaking, etc.
 - Attending or hosting city forums, conferences and events in order to represent youth perspective

For additional ideas, go to http://www.nasc.us/s_nasc/sec.asp?CID=164&DID=5356. While these ideas are tailored to school's student governments, many ideas can be replicated at the communitywide level with your youth council.

Appendix I.

An ordinance from the City of Dade City creating the city's Youth Council.

ARTICLE IV. BOARDS AND COMMISSIONS*

DIVISION 2. CITY YOUTH COUNCIL

Sec. 2-171. Creation.

There is created a board to be known as the city youth council, which shall consist of five members plus two alternates from high school and one alternate from middle school (eighth grade only). The members will be city residents who are actively enrolled in a public or private high school in grades nine through 12. The members shall be appointed by the city commission and each member appointed shall serve a term of two years, unless grade 12 is completed during the term, at which time the position shall be declared vacant. Of the five initial members appointed to the first board, three shall serve for a term of two years and two shall serve for a term of one year. The two high school alternates and the eighth grade alternate shall be appointed by the city commission for a one-year term annually. Unlike other boards, the term of the members of the city youth council will expire and be appointed in April of each year. The commissioners will attend board meetings and, along with city staff, coordinate activities.

(Ord. No. 99-0736, § 1, 6-22-1999)

Sec. 2-172. Election of officers.

The city youth council shall elect a chairman to conduct meetings and a vice-chairman to conduct meetings in the absence of the chairman. Elections shall be held at the first regular meeting after annual appointments are made by the city commission.

(Ord. No. 99-0736, § 1, 6-22-1999)

Sec. 2-173. Vacancies.

Irregular vacancies on the city youth council shall be filled as they occur and regular vacancies shall be filled by appointment in April of each year.

(Ord. No. 99-0736, § 1, 6-22-1999)

Sec. 2-174. Meetings; records.

The city youth council shall hold at least one regular meeting per quarter, with option to meet more often as needed or desired. Public record of such meetings shall be kept by the office of the city clerk. All meetings shall be public under F.S. § 286.011.

(Ord. No. 99-0736, § 1, 6-22-1999)

Sec. 2-175. Absences from meetings.

Absences from three consecutive regular meetings of the city youth council shall cause a member to be removed from their seat, unless such absence is

excused by a majority vote of the board, with such excuse duly entered upon its minutes.

(Ord. No. 99-0736, § 1, 6-22-1999)

Sec. 2-176. Duties and responsibilities.

The city youth council shall have the duty and responsibility to:

- (1) Evaluate and review problems facing youth in the city.
- (2) Facilitate neighborhood meetings with youth to discuss problems, needs, suggested improvements for our community.
- (3) Meet regularly with the mayor and city commission to share ideas and discuss issues, concerns, and needed improvements.
- (4) Attend city commission meetings and participate in vision and goal sessions.
- (5) Present recommended improvements to the city commission and city manager of public projects and programs.
- (6) Assist in planning youth/recreation activities.
- (7) Evaluate and advise the city commission and/or city manager on issues forwarded to the city youth council for advice.

(Ord. No. 99-0736, § 1, 6-22-1999)

Secs. 2-177--2-185. Reserved.

Appendix 2.

A sample letter inviting students to apply for a newly established Youth Council.*

Dear Parent/Guardian,

The City of _____ is proud to announce a new and exciting opportunity for rising 8th - 12th grade students. The city's new **Youth Council** will provide our youth an opportunity to increase their knowledge of civic education through practical hands-on experience. The Youth Council will be composed of 20 8th - 12th grade students who will be charged with representing youth in the City of _____.

The Youth Council will:

- Involve youth in local government through participation on local boards and committees;
- Increase youth voice and communication in _____'s future direction;
- Increase volunteerism among youth and adults in civic affairs; and
- Enhance civic education through teacher training.

Youth Council members will be selected through a competitive application process. An ideal Youth Council will be composed of a diverse group of young people that represent ALL youth in _____. Our primary criterion for selection will be a demonstration that the young person wants to make a difference here in _____ – and we will give them an opportunity to do just that.

Seventeen of the Youth Council members will be voting members from the 9th - 12th grades, and three will be non-voting Youth Council apprentices from the 8th grade. These 8th grade members will take part in all Council activities and learn the role of a Council member so that they can assume the role upon entering the 9th grade. All members will be required to attend monthly meetings.

We will be distributing Youth Council applications through the schools in early August, when the students return to school. Applications will be due in _____, with our first meeting in _____. Please discuss this exciting opportunity with your rising 8th grader or high school student and encourage them to apply for service on the Youth Council.

If you have additional questions about the _____ Youth Council, please contact John Doe at: 555-555-5555 or _____@generic.gov.

Sincerely,

*The above letter is based on a letter from Greene County, North Carolina. It has been modified for League members.

Appendix 3.

A Mayor's Youth Council application form from the City of West Palm Beach.

City of _____ Mayor's Youth Council Application

The vision for the Mayor's Youth Council is to empower caring youth dedicated to personal development and servant leadership. If you are interested in applying for membership to the council, please complete the following application. Applicants MUST be a city resident and be in grades 9 through 11. Please type or print clearly in blue or black ink. You may attach additional sheets if necessary: ALL information must be completed in order to be considered for the Mayor's Youth Council.

Name: _____ Age: _____

School: _____ Grade: _____

Home Address: _____ Zip: _____

Telephone: _____ Cell Phone: _____

E-Mail: _____

Parent/Guardian: _____

Optional Information: _____

The City of _____ does not discriminate based on race, ethnicity, sex, creed, national origin or disability. This information need not be provided. It is requested to facilitate the City of _____ goal of assembling a diverse group. Omitting this information will not affect your application.

Race or ethnic group: ☐ American Indian ☐ African American

☐ Asian ☐ White ☐ Middle Eastern ☐ Hispanic

Other, please specify _____

Gender: ☐ Female ☐ Male Birth Date _____

Please check all that apply:

☐ I have transportation to get to Youth Council meetings/events.

☐ I initiated my interest in this program.

☐ I was asked to apply for this position.

By whom? _____ Position: _____

Organization: _____

Why do you want to serve as a member of the Mayor's Youth Council? (feel free to add a sheet of paper)

What are the three most important issues to you, your friends and your family concerning your neighborhood?

1. _____
2. _____
3. _____

Please list any other activities you will be involved in during the school year. Include employment, sports, community, school and religious groups.

What personal skills and characteristics do you possess that would make you a good representative?

If you could bring one thing to this city or change one thing, what would it be?

Are you willing to attend the meetings, events and activities of the Youth Council for one year and commit to making a difference in our city?

Yes ____ No ____

Are you interested in community service points for this project?

Yes ____ No ____

Please list two adult references (non-relatives) with phone numbers. You must also attach letters of recommendation from these individuals. The letters must be no more than one page in length and typed. Please include one letter from your school principal or other school based personnel and one letter from a community member who is familiar with you.

1. _____

2. _____

I have read and understand the commitment required for the Mayor's Youth Council. I also realize the importance of teamwork and cooperation and I am willing to make this commitment.

Student Signature: _____ Date: _____

Parent/Legal Guardian Permission: I give my permission for
_____ to seek the position of representative on the
Mayor's Youth Council.

Signature of Parent/Guardian: _____

Date: _____

Emergency Telephone Number: _____

Emergency Cell Number: _____

Name of emergency contact and relationship to youth: _____

Deadline to Apply: _____

Mail to: City of _____

Thank You!

Appendix 4

The following is a sample Oath of Office for new members of your Youth Council.

_____ Youth Council

Oath of Office

Florida
CITY OF _____

I, _____, do solemnly swear that I will support, uphold and defend the Constitution of the United States of America, and the laws thereof; that I will support, uphold and defend the Constitution and laws of the State of Florida, not inconsistent therewith, that I will observe and obey the laws and ordinances of the City of _____, Florida; that I will faithfully perform and discharge the duties incumbent upon me as member of the _____ **YOUTH COUNCIL** fairly and honestly and to the best of my skill and ability; so help me GOD.

_____ Council Member

This the 12th day of September 2008.

Appendix 5.

Destin Youth Council By-Laws

ARTICLE I

MEMBERSHIP

Section 1 – Representation

A total of no more than fourteen (14) members will serve on the Destin Youth Council. The Destin Youth Council shall seek in its membership a diverse representation reflecting the community.

Section 2 – Membership Qualifications

All members must live within the city limits of Destin and must be between the grades of 9 to 12. Members shall have at least a 2.25 GPA.

Section 3 – Term Limits

Terms shall be for one year, or until the student transfers or graduates from high school. Members may re-apply every year provided they remain within the grade limits of the membership qualifications.

Section 4 – Application Process

Members of the Destin Youth Council shall be chosen through an application process. Interested parties shall complete a simple application form. The Destin City Council shall review the application and select members of the Destin Youth Council.

Section 5 – Appointment of Members

Each member of the Destin City Council shall appoint two members to the Destin Youth Council.

Section 6 – Conduct

Each member of the Destin Youth Council must conduct himself or herself in a positive, friendly and law-abiding manner at all times. There will be no smoking, drinking alcoholic beverages or using illegal drugs by any member of the Youth Council. Such behavior will not be tolerated and is ground for dismissal from the Youth Council.

ARTICLE II

OFFICES

Section 1 – Offices

The City Clerk shall serve as temporary chair for purposes of presiding over the election of the Destin Youth Council Chairperson. The Destin Youth Council shall elect from its members a Chairperson, Vice-Chairperson, and Secretary. The candidate receiving a majority vote of the Destin Youth Council members is elected.

Section 2 – Officer Duties

The duties of the officers shall be as follows:

- a. The Chairperson shall preside at the meetings of the Destin Youth Council and shall be charged with the administration of the affairs of the Youth Council with assistance from the Office of the City Clerk. The Chairperson shall perform such other duties as provided by these by-laws or by rule of the Destin City Council.
- b. The duties of the Vice-Chair shall be to perform the duties and exercise the power of the Chair during the absence of the Chair.
- c. The Secretary shall determine a quorum for the meeting and report back to the City Clerk. The Secretary shall conduct the roll call at the start of the meeting. The Secretary shall preside at the meetings of the Destin Youth Council and perform the duties and exercise the power of the Chair during the absence of both the Chair and the Vice-Chair.

Section 3 – Election of Officers

The officers of the Youth Council shall be elected annually. The officers of the Youth Council shall be elected by a majority vote of the voting members present.

Section 4 – Term of Officers

The term of all offices provided for in Section one hereof shall be for one year; however that all officers shall continue to hold office until their successors are elected. Officers of the Destin Youth Council shall be elected at the first Youth Council meeting held in October of each calendar year.

Section 5 – Vacancies of Officers

Should a vacancy occur in an office of the Destin Youth Council by resignation, removal or by some other reason, the office shall be filled by an election for the vacant office at the next regular meeting of the Destin Youth Council.

ARTICLE III

MEETINGS

Section 1 – Regular Meetings

Regular meetings of the Destin Youth Council shall be held once a month on the fourth Thursday of the month, between the hours of 4:00 p.m. to 5:30 p.m. The principal meeting place of the Youth Council shall be at Destin City Hall. *Robert's Rules of Order* shall govern the proceedings of the Youth Council in all cases to which they are applicable, and in which they are not inconsistent with these by-laws. Matters for consideration by the Youth Council shall be presented only at Youth Council meetings. Before convening a meeting of the Youth Council, the Chairperson of the Youth Council shall inform the Office of the City Clerk of the subject matter of the meeting.

The Office of the City Clerk shall give public notice of the meeting in accordance with the requirements of the Florida Open Meetings Law. This notice shall include posting on the City of Destin's official website.

Section 2 – Special Meetings

Special meetings may be called upon the request of the Chairperson. Request for special meetings shall be sent via electronic mail, or by telephone, to the office of the City Clerk at least 48 hours before the time of the meeting. This request shall include the reason or reasons for requesting the special meeting. The Office of the City Clerk shall notify every member of the Youth Council via electronic mail or by telephone. No subjects other than those stated in the notice shall be considered at the special meeting.

Section 3 – Open Meetings

All meetings of the Destin Youth Council shall be open to the public and be subject to all requirements of the Florida's Open Meeting Law.

Section 4 – Quorum

The presence of a majority of the entire membership of the Destin Youth Council shall constitute a quorum for a meeting of the Youth Council. A quorum is necessary to transact official business at any meeting.

Section 5 – Voting

The affirmative vote of a majority of the members present shall be necessary to adopt a recommendation to be forwarded to the Destin City Council for review and/or possible action.

Section 6 – Order of Business

The Chairperson of the Youth Council shall, when present, call the members of the Youth Council to order. Before proceedings to business, the roll of the members shall be called, and the names of those present (and absent) entered in the minutes. If a quorum is present, the order of the business shall be:

- a. Pledge of allegiance.
- b. Approval of the minutes of the previous meeting.
- c. Unfinished business.
- d. Matters for consideration.
- e. Announcements.
- f. Adjournment.

Section 7 – Recordings of Meetings

The proceedings of the Youth Council shall be recorded by the City Clerk. Records shall be preserved in accordance with the record retention schedule established by the Office of the City Clerk.

Section 8 – Conduct of Members

No member of the Youth Council shall interfere with the orderly progress of the meeting by leaving his or her seat or engaging in unnecessary conversation. Any member guilty of any unprofessional conduct shall be reported to the Destin City Council.

Section 9 – Attendance

Attendance at regular Youth Council meetings is expected from all members. If a member cannot attend due to sickness or for a duly authorized reason, the member shall notify the Office of the City Clerk who shall notify the Chair of the Destin Youth Council. Any member who fails to appear and answer to his or her name when the roll is called at any regular meeting or special meeting shall be recorded as absent (excused or unexcused). Any member of the Destin Youth Council who missed three consecutive meetings (excused or unexcused) shall be reported to the Destin City Council.

ARTICLE IV

REPORTS

Section 1 – Annual Report to the Destin City Council

The Chairperson or his or her designee shall make a report to the Destin City Council of the activities and business of the Youth Council at least once each calendar year.

ARTICLE V

ROLE OF THE DESTIN CITY COUNCIL

Section 1 – Role of City Council

The Destin City Council shall receive recommendations from the Destin Youth Council. The Destin City Council shall provide support staff to the Destin Youth Council to assist them in carrying out their duties. The City Council shall communicate upcoming issues to the Destin Youth Council so they may respond accordingly.

ARTICLE VI

BY-LAWS AND AMENDMENTS

Section 1 – By-Laws and Amendments

The by-laws of the Youth Council shall be reviewed once each year. The by-laws may be amended at a regular stated meeting provided two-thirds of the members of the Youth Council approve the amendment in a roll call vote; providing further that the amendment is part of the agenda for the meeting and the membership has been notified in writing. By-laws and amendments must be approved by the Destin City Council in order to take effect.

Appendix 6.

Destin Youth Council Mission Statement

Mission Statement Destin Youth Council

To provide Destin's youth with the opportunity to participate in the City's decision-making process, through recommendations to the City Council that address youth issues, promote existing positive programs, and develop programs, projects and activities for the young people in the City of Destin; thereby promoting and encouraging the youth to become effective leaders in the community by helping shape the future of Destin.



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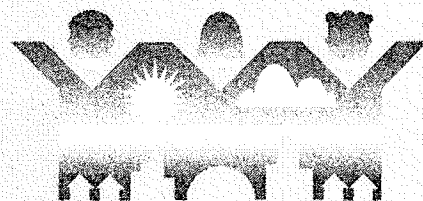


National League of Cities

Creating a Youth Master Plan

Issue #10

Position
for Municipal Leaders



Institute for Youth, Education, and Families

Made possible with support from

MetLife Foundation

Dear Municipal Leader:

This kit was created not just for you, but for the children, youth, and families in your community. It is based on the latest research and best practices from across the nation and offers a wide-ranging menu of opportunities for municipal leadership to make children, youth, and family issues a community-wide priority. Whether you are ready to launch a major initiative or are just getting started, the ideas in this kit will help you move forward.

NLC's ongoing series of action kits for municipal leaders, published by the Institute for Youth, Education, and Families, addresses each of the Institute's five core program areas: education and afterschool; youth development; early childhood success; the safety of children and youth; and family economic success. The goal is to give you and other municipal leaders throughout the country the ideas and the tools you need to take action on these all-important issues for the future of our cities and towns.

Mayors and city councilmembers across America know that our communities' success depends on the health and well-being of the nation's children, youth, and families. Now is the time to act on this knowledge. As a municipal leader, you have the ability to focus the attention of your community on the needs of children, youth, and families. Working with your colleagues in local government, you can strengthen municipal policies, support effective programs, and bring diverse partners to the table in order to make things happen.

NLC and its Institute for Youth, Education, and Families are eager to assist you in these vital efforts. We encourage you to use this action kit to get started, and we hope you will contact us whenever we might be of assistance. Institute staff are readily available to provide additional information about the strategies highlighted in each of the action kits and to help you identify steps that make sense for your community.

*Donald J. Borut
Executive Director
National League of Cities*

*Clifford M. Johnson, Executive Director
Institute for Youth, Education, and Families
National League of Cities*

About the National League of Cities:

The National League of Cities is the nation's oldest and largest organization devoted to strengthening and promoting cities as centers of opportunity, leadership and governance. NLC is a resource and advocate for more than 1,600 member cities and the 49 state municipal leagues, representing more than 218 million Americans.

About NLC's Institute for Youth, Education, and Families:

The Institute for Youth, Education, and Families, a special entity within the National League of Cities, helps municipal leaders take action on behalf of the children, youth, and families in their communities. NLC launched the Institute in January 2000 in recognition of the unique and influential roles that mayors, city councilmembers, and other local leaders can play in strengthening families and improving outcomes for children and youth.

As a national resource to cities and towns across America, the Institute provides guidance and assistance to municipal officials, compiles and disseminates information on promising strategies and best practices, builds networks of local officials working on similar issues and concerns, and conducts research on the key challenges facing municipalities. NLC's Council on Youth, Education, and Families guides and oversees the Institute's work.



What is a Youth Master Plan?

In every city and town, many stakeholders share responsibility for the safety, well-being, and healthy development of young people. School districts typically take the lead on education. City parks and recreation departments and nonprofit organizations provide afterschool opportunities. Police, fire, and health departments play roles in keeping youth healthy and safe. State and county agencies often are in charge of juvenile justice and child welfare systems. Finally, a host of nonprofit and other community groups – from local United Ways and faith communities to business, civic, and neighborhood associations and youth-serving organizations – all respond in important ways to the needs of children and youth.

This long list of potential stakeholders can reflect, at its best, a rich network of community supports for young people. However, without a shared vision or a collaborative structure to guide and assess local efforts, city and school leaders as well as their community partners risk wasting scarce resources or falling short of their goals by overlooking critical needs. The process of creating a youth master plan facilitates the development of sustained and coordinated strategies that yield large and lasting dividends and ensures that opportunities to improve outcomes for children and youth are not squandered.

The concept of a master plan – as both a product and a process – is a familiar one to city leaders, who frequently use such plans to guide and inform land use decisions and infrastructure investments across their communities.

As a product, youth master plans carry many different labels (including a children and youth agenda, city blueprint, or children's bill of rights), but they almost always offer a vision for the future, an assessment of current resources and needs, and a roadmap for moving forward that seeks to ensure accountability and sustainability over time. As a process, the development of a youth master plan advances a strategy in which municipal leaders – working together with school officials, and with input from young people as well as community organizations, parents, and other residents and stakeholders – craft a comprehensive and effective agenda for children and youth.

This action kit, based on the diverse experiences of cities that have created such plans, contains advice, ideas, and city examples to help municipal and school leaders tackle this important challenge.

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The Benefits of a Youth Master Plan

In creating a youth master plan, communities seek to effectively coordinate the services, supports, and opportunities that youth need to thrive and develop a shared framework that ensures their healthy development. Achieving these objectives reduces fragmentation among individual agencies and organizations that are addressing specific issues, helps cities and schools make choices in allocating resources among competing priorities, and establishes a sustainable long-term strategy for improving outcomes for children and youth.

The development of a youth master plan can also transform how the community perceives – and how cities and schools work with and for – young people. By involving youth in the local decision-making processes that affect their lives, they come to be seen more clearly as valuable assets and partners working to improve the quality of life in their schools and neighborhoods. Their involvement helps city and school officials learn more about the real concerns, hopes, and struggles that are part of young people's daily lives. Youth engagement leads to more effective policies and programs while also building and strengthening the community's next generation of leaders.

Inviting school officials, parents, community organizations, and other partners into the youth master planning process further strengthens the ability of municipal leaders to understand local needs, set priorities, and develop strategies that drive future progress. Stronger partnerships and enhanced communication lead not only to broader civic engagement, but also to an alignment of resources that cuts duplication, identifies and eliminates barriers to services and opportunities, generates cost savings, and increases the return on investment for local programs.

The benefits of a youth master plan are greatest when cities, schools, young people, and other key stakeholders work together to lay the foundation of success not only for children and youth, but for the community as a whole. Young people who grow up with the requisite skills and social attributes for success in school, work, and life form the backbone of communities that strive for an educated, high-wage workforce, a vibrant local economy, safe and stable neighborhoods, and strong, healthy families. By charting a path to this goal, a youth master plan can yield lasting benefits not only for young people but also for municipal governments, schools, and the communities they serve.

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Many cities across the United States have chosen to develop youth master plans. The following suggestions, drawn from their experiences, can help municipal leaders get started with this effective and cutting-edge strategy:

Commit to a comprehensive planning process.

Youth master plans take many forms, but the process for creating effective plans for children and youth is rooted in five key elements: engaging all stakeholders; forging a common vision; developing comprehensive strategies; sharing accountability; and coordinating initiatives. These components, which are also reflected in the Forum for Youth Investment's Ready by 21™ initiative and other strategic planning efforts, help cities and schools move beyond the knee-jerk response of creating a new program for every new problem and help them see the big picture into which all the pieces fit.

Work collaboratively with school leaders.

City leaders often find that collaborations with school districts are one of the most important and fruitful parts of the youth master planning process, particularly as the partnership deepens and joint efforts grow over time. When mayors and other municipal officials reach out to engage school leaders, they also send a strong signal that schools are not "in this alone" when trying to improve academic achievement or foster other positive outcomes for children and youth.

Effectively engage young people.

Engaging a diverse group of youth with different perspectives is as vital as having a broad range of adult stakeholders participating in the process. Youth can contribute to all of the various aspects of the youth master planning process, but both young people and the adults with whom they interact often need some training or support to ensure that youth voices are valued, encouraged, and reflected in the community's final plan.

Envision a plan that can guide future action.

Thinking at the outset about what the youth master plan will look like – what topics it will cover and how its findings and recommendations will be presented – can be very helpful in focusing all participants on the task that lies ahead. Developing and documenting clear goals, action steps, and specific timelines for action heightens the plan's impact and prospects for success.

Lay the groundwork for sustainability from the beginning.

The long-term success of the youth master plan hinges on generating support across the entire community to implement and sustain the plan. Launching a public outreach campaign, celebrating early victories, and making plans to collect data on key outcomes can help build a sense of ownership and commitment within both the city and the school district, as well as among the full range of key stakeholders concerned about children and youth.

Five key elements form the backbone of an effective youth master planning process. Each component is an integral part of the planning effort, and when neglected or ignored such efforts often falter.

Engage key stakeholders throughout the community.

Schools and young people are two essential partners for city leaders in developing a youth master plan. In every community, however, a diverse range of other agencies, organizations, and parents have a stake in the well-being of young people and an ability to contribute to the success of the planning effort. In the City of Durango and La Plata County, Colo., officials set up a Web site to continuously engage community members and stakeholders throughout the process, while city leaders in Pomona, Calif., involved residents in a series of community forums.

Establish and promote a shared vision for youth.

The mayor can play a unique role in developing and promoting a shared community vision for children and youth. A strong vision statement conveys urgency, is linked to a measurable set of indicators, and resonates with the community's broader hopes and concerns. The vision statements in Santa Fe, N.M., ("All children deserve a safe, healthy, and nurturing environment in which to grow.") and Denver, Colo., ("Denver youth are prepared for learning, work, and life.") promote messages of inclusiveness and define shared priorities that are central to each city's master plan.

Assess needs and design comprehensive strategies.

The process of moving from a common vision to cross-cutting strategies for youth requires an evaluation of what is working (i.e., strengths/assets on which to build) and what is not (i.e., biggest problems and challenges). Focus groups, community

meetings, surveys, data collection and analysis, and community youth mapping are a few methods of generating an initial needs assessment with all key players at the table. NLC's *City Platform for Strengthening Families and Improving Outcomes for Children and Youth* offers a valuable framework for assessing needs and a rich array of action steps to consider when developing strategies for moving forward.

Create a framework for shared accountability.

Keeping key stakeholders at the table after strategies have been crafted is essential in order to ensure that new programs and policies are effectively implemented. A framework for shared accountability, when developed by these stakeholders, specifies the roles and responsibilities of each major partner. Over the long term, shared accountability hinges upon success in setting clear benchmarks and agreeing at the outset upon consequences when those benchmarks are not met. Stressing connections between new strategies and each partner's existing priorities can further strengthen their commitment to collaborative initiatives.

Coordinate city, school, and other community efforts.

Many cities have established some type of formal coordinating body to sustain coalitions and keep critical partnerships on track. Identifying organizations and individuals that have the capacity, motivation, and standing in the community to monitor and report on progress is an important element of this work. Coordinating entities can also promote better alignment of current programs, policies, and systems. For instance, a two-tiered Mayor's Leadership Committee and Planning Team in Charleston, S.C., plays this role, linking city and school initiatives while also engaging youth, county, and other community leaders.

The vital role of schools in shaping the lives of young people makes city-school collaboration a central aspect of any youth master planning strategy. Although municipal leaders in most cities do not have direct authority over school districts, they can partner with school officials to provide resources and services that support learning and enhance youth development. The following steps will help city and school leaders work together to create and sustain a youth master plan:

Establish strong lines of communication.

Consistent communication between municipal and school leaders is a first step in advancing a city-school partnership and collaborating on a youth master plan. Regular meetings between the mayor and/or city council, school board, and school superintendent can cultivate supportive relationships, reduce tensions or turf battles, and build political will for facilitating coordination of services. In Claremont, Calif., school district and city leaders instituted a “six pack” meeting, in which the mayor, mayor pro tem, school board president and vice president, city manager, and school superintendent meet on a regular basis to discuss the youth master plan and the status of the city’s young people.

Work together to engage hard-to-reach youth and parents.

While mayors and other local elected officials have a powerful platform to command the public’s attention, schools are well-positioned to directly engage both youth and parents – two key sets of voices in a youth master planning process. In neighborhoods with few services for young people and high levels of need, schools are often among the few institutions with direct and immediate access to children, youth, and their parents, who can better inform planning efforts.

Construct a fuller picture of the needs of children, youth, and families.

School officials can help the entire community understand the needs of young people and their families and the resources available to meet those needs by sharing data on student and

family characteristics, achievement levels, health and nutritional status, and school expenditures in key areas. All of this information can be used to ensure that a plan of action is well targeted and addresses underlying needs.

Ensure that school priorities are reflected in the final plan.

Whether it is classroom instruction, school safety, dropout and truancy rates, teacher quality, or student wellness, successful youth master plans reflect the various priorities on which schools are already focused. Some municipal leaders have used the federal requirement for school districts to implement school wellness policies as one point of entry for providing assistance and beginning discussions about common goals for young people – and there are countless other possibilities.

Seek joint approval by the city council and school board.

The adoption of a joint resolution by the city council and school board in support of a youth master plan sends a strong message to the community about their collective commitment to children and youth. Prospects for an enthusiastic endorsement of the plan are greatest when city council and school board members have been involved throughout the process as members of the planning team or as strategic partners in one or more issue areas.

In developing its youth master plan the City of Lakewood, Ohio, created a Blue Ribbon Task Force that included the mayor, school superintendent, city council, youth leaders, and civic volunteers. This partnership led to a survey of high school students to gain their input into the planning process.

Youth serve as important resources and partners in any effective youth master planning process. Meaningful youth engagement requires concerted effort and a willingness to challenge long-held preconceptions. Deep collaboration and shared decision-making authority between youth and adults are often new experiences for everyone involved, and may directly challenge prevailing views of young people as dependent or immature. The following action steps will help city and school leaders elicit the insights and contributions of youth that are critical to the success of the planning effort:

Engage youth in every aspect of the planning process.

Youth voices can enrich discussions and improve outcomes at each stage of the process, from crafting a vision to identifying and implementing strategies for moving forward. Many cities have found the perspectives of young people invaluable as the community assesses its current resources, needs, and opportunities. In Spokane, Wash., the Youth Commission launched a youth mapping project in which high school students conducted 260 phone interviews and surveyed 300 high school freshmen to better understand teenagers' needs and perspectives. Through this process, youth participants gained practical research skills while also generating a wealth of new data to inform future discussions.

Appoint youth to leadership roles.

A first step toward meaningful youth voice is to appoint young people to the team that is charged with developing the youth master plan. Choosing at least two youth to be on the planning team will make each young person more comfortable sharing their thoughts and opinions; peer support puts youth at ease and bolsters their confidence. Offering leadership roles to youth on the planning team is an even more powerful way to share decision-making responsibilities between adults and youth. In Santa Clarita, Calif., youth played an active role on the steering committee, while youth led the process of developing the Portland, Ore., Children's Bill of Rights.

Train youth and adult leaders.

Both youth and adults will benefit from youth-adult partnership training that teaches them to adjust their working styles for maximum cooperation. Adults will need to avoid jargon and remind themselves that youth are equal partners, while youth may need to overcome their own preconceptions of adults and learn business meeting procedures. For example, youth and adult members appointed to the city's boards and commissions in Nashville, Tenn., have received training to help them work together more effectively.

Utilize youth voices to raise awareness about the plan.

One effective way to generate publicity and recruit other participants in the planning process is to enlist young people as key messengers to local leaders and media outlets. When youth speak from experience about the youth master planning process, they can be powerful advocates. Youth can speak about the plan at city council meetings or community events. For instance, youth in Portland, Ore., regularly update local elected officials on their progress in implementing the Children's Bill of Rights.

City leaders in Thousand Oaks, Calif., decided that young people would lead the development of the city's youth master plan. As part of their strategy, municipal officials appointed two youth from the city's youth commission and worked with schools, which recruited two student representatives from each school in the city to serve on the planning team. When the planning team's leadership group was formed, it was composed of an equal number of youth and adults.

At the conclusion of the planning process, city leaders – working in collaboration with school officials, youth, parents, and community partners – typically highlight major findings and decisions by publishing a youth master plan. The final form of this document varies greatly across communities. Some cities even create multiple versions, including a condensed version or executive summary as well as a more comprehensive document, in order to reach diverse audiences. Common components of a youth master plan include:

❖ **A clear vision statement**

A shared vision statement drives the development of a youth master plan. When concise and compelling, it provides a common language that lends itself to frequent, flexible use by all stakeholders, and it is often placed prominently in the plan. For example, the City of Brighton, Colorado's vision of "Brighton, a community where all children, youth, and families thrive" appears at the beginning of the plan and is placed in the header of each page.

❖ **A summary of the planning process**

Many plans describe the diverse range of stakeholders engaged in the planning effort, the series of activities that supported the development of the plan (e.g., team meetings, community forums, surveys, focus groups, and interviews), and the time period over which planning took place. Additionally, plans may identify the youth development frameworks – such as the Search Institute's Developmental Assets or Communities that Care's Social Development Strategy – that informed their process and describe how they determined the scope of their plan (i.e., neighborhood, city, or county level).

❖ **Key findings on community strengths and unmet needs**

Every plan uses data to illustrate the community's strengths and identify unmet needs. More than 130 sites have implemented Community Youth Mapping, a youth-led canvassing strategy developed by the Academy for Educational Development's (AED) Center for Youth Development and Policy Research to help communities identify baseline data on places to go, things to do, and priority issues for children and youth. Several cities have partnered with local universities to help gather baseline data. In Diamond Bar, Calif., planning team members gathered information from census data, workshops, phone surveys,

stakeholder interviews, and the California Healthy Kids Survey to develop a community needs assessment.

❖ **Major goals or targets**

Goals can be organized by target population (young children, school-age, young adult), systems and supports (education, health, economic well-being), infrastructure (coordination and sustainability of efforts, fostering youth voice), or may cut across categories. Under each broad goal, specific strategies or action steps should be described in greater detail. For example, the Charleston Youth Master Plan has seven goals with specific corresponding strategies, including one goal focused on health and wellness, which includes a call for setting up a health clinic in every school.

❖ **A plan of action to achieve these goals**

Creating the youth master plan document is not the culmination of work, but the starting point of a community's comprehensive efforts for children and youth. An important component in a youth master plan is the documentation of next steps, including a delineation of the roles and responsibilities of stakeholders charged with implementation, an outline of the organizational structure(s) that will guide ongoing work, and a method for evaluating the plan. Setting priorities, using timelines with target implementation dates, and developing clear benchmarks for measuring success in each area can also enhance the plan's effectiveness.

In Newport News, Va., the planning team reviewed findings from a developmental asset survey of students, youth mapping report, America's Promise Report, census data, and other community indicators to determine the most pressing issues facing youth. The team decided on five primary goals, specified objectives and strategies for each goal, and delineated roles and responsibilities for the Commission on Youth, Office of Youth Development, community organizations, and other youth-serving agencies.

The long-term success of a youth master plan hinges on generating support for its implementation among city and school leaders as well as other stakeholders involved in the planning team. The plan will be most effective when it is integrated into the work of all partners as a living document, one that informs and guides youth investments and programming. In order to ensure that the plan continues to shape local youth work, city leaders can:

Publicize and market the plan.

Cities can ensure that the final plan is accessible to all citizens by celebrating and publicizing its completion through media events, town hall meetings, presentations before elected bodies, and informational sessions with neighborhood groups and associations. A public relations campaign with a clear message can reinforce these efforts. Finally, city officials can use earned media opportunities (e.g., letters to the editor, press releases, kick-off events) to keep the youth master plan in the public eye. In Diamond Bar, Calif., youth and adult leaders worked together to create the Diamond Bar 4 Youth master plan. Youth led efforts to hold an art contest for high school students to design the plan's logo as a way to promote the plan, and the contest's winner was publicly recognized at a city council meeting.

Designate a lead agency to coordinate implementation.

Designating a municipal or community agency to guide the plan's implementation will help ensure that all partners are working together effectively. In Minneapolis, Minn., the Youth Coordinating Board, an existing partnership of governmental entities with jurisdiction over children and youth issues in Minneapolis, oversees the implementation of the city's Children and Youth Agenda. In Savannah, Ga., the Chatham-Savannah Youth Futures Authority, a community collaborative, is charged with implementing the city's strategic plan for youth.

Build support among community leaders.

As the youth master plan is implemented, it is vital that a broad range of city and community leaders lend their support and blend the plan's strategies into the way their organizations do business. In Omaha, the mayor, assistant school superintendent, and vice chancellor of the University of Nebraska Medical Center lead the task forces implementing the city's Building Bright Futures plan, ensuring continued high-level support.

Measure progress over time.

By establishing a process for ongoing data collection, the planning team can assess the status of child and family well-being and measure the effectiveness of each strategy delineated

in the plan. Planning teams have drawn on numerous sources of community-level data to track progress, including the U.S. Census Bureau, the Annie E. Casey Foundation's KIDS COUNT Data Book and online Data Center, city, county, and state governments, and local school districts and police departments. A children's report card, like the one used in Philadelphia, can serve as a useful tool to hold all stakeholders accountable for implementation of the plan. When Claremont, Calif., officials updated the city's youth master plan in 2007, they conducted a comprehensive review of their previous plan from 1995 and created a "Scorecard for Indicators of Progress" that tracked efforts to meet the specific goals and action steps in the original plan. This scorecard helped lay the groundwork for the city's ongoing evaluation of its current plan.

Celebrate early victories.

By focusing initially on goals that may be easier to achieve, the planning team can demonstrate tangible results on behalf of children, youth, and families. Celebrating these early victories will help generate and sustain momentum and maintain support from the city, school, and community leaders taking part in the planning process. Cities can take advantage of periodic opportunities to recognize and celebrate success, from holding a press conference to announce the opening of a new youth program space or afterschool center, inviting local media to visit an expanded youth program, or honoring team members who worked collaboratively to achieve important milestones.

The City of Hampton, Va., identified the Hampton Coalition for Youth as primarily responsible for oversight of the youth master plan, but several other city agencies and community organizations were actively engaged in the implementation process, including the city planning department, Hampton Youth Commission, and Alternatives, Inc. Special efforts were made to publicize the plan, including the printing of posters, generation of positive local and national media coverage, and meetings throughout Hampton neighborhoods to introduce the plan to all members of the community. Additionally, Hamptons Youth Commission regularly champions the youth component of the city's comprehensive plan in meetings with local elected officials and other residents.

Brighton, Colorado (Pop. 29,750)

Early in its planning process, the City of Brighton adopted the seven action areas in NLC's *City Platform for Strengthening Families and Improving Outcomes for Children and Youth* as a framework for their youth master plan. A planning consultant worked with the city to form planning committees composed of city and school officials, youth, and a range of community residents for these seven issue areas. Each committee gathered extensive community data, conducted focus groups and interviews, surveyed parents of young children, and partnered with the local school district to distribute the Search Institute's Survey of Student Resources and Assets to a random sample of Brighton students. After analyzing the data, the planning committees worked with city staff and the Brighton Youth Commission to finalize the goals of the youth master plan before presenting it to a joint meeting of the city council and school board.

Charleston, South Carolina (Pop. 107,845)

In October 2005, Charleston Mayor Joseph P. Riley appointed a youth master planning team to develop a countywide plan, gaining support from the mayors of North Charleston, Mount Pleasant, and 14 other municipalities in Charleston County. This team of city, school, nonprofit, and faith community leaders trained facilitators to conduct nine youth and seven adult focus groups and worked with the school district to survey 900 youth in the county. The team used this community data to create the seven goals of their plan. Following the development of the plan, an implementation team was formed with 21 representatives from the city and county governments, school district, libraries, and mental health agencies to advance these key priorities. The team has partnered with local college students to develop a marketing campaign that will raise awareness and support for the plan.

Claremont, California (Pop. 37,141)

The City of Claremont, Calif., created its youth master plan in 1995 and has since updated the plan in 2007. The initial decision to create the plan was driven by budget shortfalls in the school district and the city's recreation services, which resulted in a reduction in youth services. The city updated the plan in 2007 as the city and school district experienced another period of budget cuts as well as changes in demographics, duplication of services, and concerns about the relevancy and accessibility of existing youth programs. In 1995, the process involved 18 months of surveying the community with initial support from a facilitator to identify ten specific goals, an implementation strategy, and a monitoring system. The jointly-funded process to revise the plan created an evaluation process sustained by the

city, the school district, and service providers. In 2007, the city council and board of education established the Committee on Youth and Family to facilitate implementation, coordination, and evaluation of the plan.

Hampton, Virginia (Pop. 145,017)

Led by the mayor's decision to make youth a top priority, the Hampton City Council convened city and community leaders in the early 1990s to develop a plan for ensuring that youth become productive members of the community and workforce. Through extensive outreach, more than 5,000 youth and adults were involved in focus groups and surveys, which led to the framework of their youth master plan. The plan was incorporated into the larger Hampton Community Plan, which included a youth component written entirely by young people. Hampton youth continue to be engaged in community decision-making as appointees to the city's youth commission, other city boards and commissions, and the city planning department, which hires two youth to annually update the youth component of the community plan and to work closely with the Hampton Youth Commission.

Indio, California (Pop. 76,896)

In 2004, Indio officials realized that the city was experiencing rapid growth and changing youth demographics. In response, the city council created a youth master planning committee that included youth from the outset. After two years of outreach, a survey of 1,600 youth regarding community issues, and roughly 250 meetings with different community and faith-based groups, the planning committee established five focus areas for the plan: afterschool, education, health, parks and youth facilities, and transportation. They then conducted a two-day retreat for 200 key leaders of the planning process to discuss challenges and action steps in each area. One outcome of these discussions was a change to the local park system, in which the city created a new teen center, built two new parks, and renovated six other parks. The city council approved the finalized plan in December 2005.

Minneapolis, Minnesota (Pop. 372,833)

The Minneapolis Youth Coordinating Board (YCB), an intergovernmental organization dedicated to promoting the healthy development of Minneapolis' children and youth through collaborative action and policy alignment, initially created a 20-year strategic plan in 1987. The plan led to several effective initiatives but after a few years lost momentum. The arrival of a new school superintendent presented YCB with an opportunity to revisit the plan in 2006 and create a youth master plan. The Forum for Youth Investment's Ready by 21™ framework guided the vision statement and long-term goals of the plan, dubbed the Children and Youth Agenda 2020. Youth were seen as critical



partners in the process, in which YCB partnered with a community organization to develop a youth resource mapping component. The city used a youth town hall forum to celebrate the completion of the plan, which drew the attendance of many local leaders.

Omaha, Nebraska (Pop. 419,545)

Omaha Mayor Mike Fahey and other community leaders commissioned SRI International to examine ways in which the city could ensure that all local youth receive the education, training, and support they need. This research resulted in a Master Plan for Investing in Children and Youth, published in April 2007. The plan focuses on gaps in services and recommends specific initiatives targeting early childhood, education, afterschool and mentoring, truancy reduction, behavioral health, and higher education. The plan also identifies four cross-cutting themes: improving information systems, strengthening and leveraging existing capacity, coordinating across agencies and service providers, and ensuring that all youth have access to mentors and professional counselors.

Portland, Oregon (Pop. 537,081)

With support from Mayor Tom Potter and former County Chair Diane Linn, the City of Portland and Multnomah County developed a Children and Youth Bill of Rights. Over the course of more than one year, municipal staff and community volunteers worked with a core group of youth in planning a process for drafting the document. This process engaged more than 3,000 youth in writing the document and gaining input from classrooms, community events, and forums asking youth about their rights, which the youth-adult planning team sorted into six "articles." The document was "ratified" by more than 500 youth at a Convention on the Rights of Children and Youth. The adults planned the convention logistics with final approval from the youth, who were responsible for drafting the Bill of Rights. Youth also led efforts to educate city councilmembers and county board members and successfully advocated for the city's and county's adoption of the Bill of Rights. The youth then created an action plan that involves working within the city and county governments on an implementation strategy.

Roanoke, Virginia (Pop. 91,552)

With test scores and graduation rates lagging behind state averages, the Roanoke City Council adopted a three-year youth master plan in June 2006. City administrators formed a task force of city councilmembers, the city manager, school officials, neighborhood representatives, and members of the youth commission to spearhead what was designated as the V.O.Y.C.E. (Valuing our Youth through Community Engagement) Initiative. This group identified nine focus areas of which four were designated by the city council as priorities. The Youth Comprehensive Plan now serves as a guiding framework for the

implementation of new programs by youth service providers throughout the city, with the youth services division in the parks and recreation department serving as the leading agency.

Santa Clarita, California (Pop. 168,008)

As a new city incorporated in 1987, Santa Clarita has a history of focusing on its growing youth population. In 1992, municipal leaders convened 50 stakeholders, including several young people, to form a youth master planning committee. The city published its first strategic plan in 1996, which established a consensus on youth issues and needs. The plan led to the creation of a youth center to provide young people with a safe place to go after school. Another result of the plan was the creation of Visions in Progress, a group of 30 youth who advise all city departments and the city council. These youth are empowered to take issues back to their schools, get peer input, and relay it to councilmembers. In 2005, the city updated its youth master plan after youth leaders reached out to students in elementary, junior high, and high school.

Savannah, Georgia (Pop. 127,889)

Savannah was the first city to adopt NLC's *City Platform for Strengthening Families and Improving Outcomes for Children and Youth*, which has served as a foundation for the city's planning efforts. The Chatham-Savannah Youth Futures Authority (CYFA), a collaborative, countywide organization of partners that includes all youth agencies, the school district, county health department, juvenile justice department, United Way, and others, produces an annual profile using the Annie E. Casey Foundation's KIDS COUNT model as a barometer of the status of the city's youth. As an effective resource in the community for youth, the city has established a strong partnership with CYFA and has charged them with using the framework from the platform to guide the measurement of progress for and implementation of a youth master plan.

Thousand Oaks, California (Pop. 124,207)

The City of Thousand Oaks, in collaboration with school district officials and service agencies, underwent a comprehensive, youth-led, four-year process to develop its youth master plan, which helped the city expand services and opportunities for youth input. In the early phases of the work, the city used an outside facilitator, whose neutral presence brought credibility to the process. The planning team's efforts to build consensus helped all stakeholders draw conclusions from data collection efforts to finalize the plan, which was published in 2002. More than 2,000 individuals contributed to the needs assessment by participating in the planning committee, a focus group, or a survey of middle and high school youth.

Getting Started: Questions to Consider in Creating a Youth Master Plan

- 1) What planning efforts already undertaken by your community can serve as building blocks for a youth master planning process?
- 2) Does your community have a common vision for children, youth, and families?
- 3) How can city leaders engage school officials in a joint planning effort?
- 4) What other stakeholders need to be around the table for the planning process?
- 5) In what ways do agencies working with children, youth, and families collaborate and share information?
- 6) Does the community view youth as participants in the process? What opportunities are there for youth to play leadership roles?
- 7) What systems for data collection in your community can guide planning and implementation?
- 8) What services and resources are available to support children, youth, and families in your community?
- 9) What high-priority needs for children, youth, and families are not being met in your community?
- 10) What funding sources can your community tap to support the creation and implementation of a youth master plan?

Examples of Completed Youth Master Plans

The following cities have developed youth master plans that are available online at www.nlc.org/iyef.

Brighton, Colorado
 Charleston, South Carolina
 Claremont, California
 Durango/La Plata County, Colorado
 Hampton, Virginia
 La Canada Flintridge, California
 Lakewood, Ohio
 Minneapolis, Minnesota
 Newport News, Virginia
 Omaha, Nebraska
 Pomona, California
 Portland, Oregon
 San José, California
 Santa Clarita, California
 Santa Fe, New Mexico
 Sierra Madre, California
 Thousand Oaks, California
 Vacaville, California
 Virginia Beach, Virginia

Resources

NLC's Institute for Youth, Education, and Families (YEF Institute) helps municipal leaders take action on behalf of the children, youth, and families in their communities. The Institute has produced a variety of resources for municipal officials on youth civic engagement, including an action kit on *Promoting Youth Participation*. In addition, NLC's *City Platform for Strengthening Families and Improving Outcomes for Children and Youth* outlines the essential tasks necessary for sustained progress on behalf of children, youth, and families and provides a set of action steps and ideas for getting started in seven areas: early childhood development, education and afterschool, health and safety, youth in transition, family economic success, youth development, and neighborhoods and community. Many cities have adopted the platform and used it as an assessment tool or framework for creating a youth master plan. www.nlc.org/iyef

Academy for Educational Development's (AED) Center for Youth Development (CYD) engages youth as global citizens advancing innovative and authentic solutions for the success of all youth. CYD leads the Community YouthMapping strategy (www.communityyouthmapping.org) and builds the capacity of the afterschool field through the afterschool portal (www.afterschool.org). AED has over 30 years' experience in youth development – ranging from youth leadership camps to cross-conflict dialogue to job training in employable skills. In the past four years alone, AED has implemented 85 different youth-related projects. Central to AED's organizational philosophy of youth development is the strong belief that youth, when given adequate opportunities for positive involvement, can be critical to ensuring long-term stability, producing effective outcomes within communities, and offering protection from future conflicts. Forty-six years old, independent, and nonprofit, AED is committed to solving critical social problems throughout the world through education, youth development, research, training, citizen advocacy, community participation, and innovative program design. <http://cydpr.aed.org>

American Association of School Administrators (AASA) is the professional organization for more than 13,000 educational leaders across the United States. AASA has championed efforts to improve the lives of children in public schools by working on issues impacting the health and success of youth for over 30 years. AASA has also partnered with the Forum for Youth Investment to bring schools and communities together to build a common vision, improve programs, and increase coordination to ensure that young people have the necessary school and community supports they need to succeed and thrive. By taking the Ready by 21™ School/Community Challenge, four communities are committing to create and strengthen school-community partnerships using a "big picture" approach to identify youth needs, community supports, and leadership responses. www.aasa.org

America's Promise Alliance is the nation's largest multi-sector collaborative dedicated to the well-being of children and youth. Alliance



partners include corporations, nonprofit service organizations, foundations, policymakers, advocacy organizations, and faith groups that work collaboratively to ensure that America's young people receive Five Promises: caring adults, safe places, a healthy start, an effective education, and opportunities to help others. Through the power of partnerships, the America's Promise Alliance raises awareness, serves as a catalyst for action, and engages in bipartisan advocacy, and has set an ambitious goal to bring more of the Five Promises to 15 million disadvantaged young people in the next five years. Recognizing the overarching importance of a high school diploma, the Alliance will sponsor Dropout Prevention Summits in all 50 states and at least 50 cities by 2010. These summits will bring together local leaders to develop and implement plans to strengthen schools and provide young people with the wraparound supports they need to graduate prepared for college, work, and life. www.americaspromise.org

The Finance Project is a nonprofit policy research, technical assistance, and information organization created to help improve outcomes for children, families, and communities nationwide. The Finance Project helps leaders make smart investment decisions, develop sound financing strategies, and build solid partnerships that benefit children, families, and communities. The Finance Project publications on *Sustaining Comprehensive Community Initiatives* and *Thinking Broadly: Financing Strategies for Comprehensive Child and Family Initiatives* provide community leaders with resources and assistance for finding and maintaining financial support for comprehensive planning initiatives, such as youth master plans. www.financeproject.org

Forum for Youth Investment is a nonprofit, nonpartisan organization dedicated to helping communities and the nation make sure all young people are ready for college, work, and life. The Ready by 21™ Challenge calls on states and communities to broaden definitions of what it means for youth to be ready, for schools and communities to be supportive, and for all leaders to be engaged. The Forum's five-year goal is for a critical mass of leaders in every state to ensure that all young people have the supports and opportunities they need to be well-prepared. The Forum also offers a range of helpful publications and resources for understanding the different aspects of creating a youth master plan. www.forumforyouthinvestment.org

Innovation Center for Community Youth Development is a partner with the National 4-H Council and helps sponsor the Council's "At the Table" initiative, which encourages youth involvement in community decision-making. The Innovation Center's network of youth and adult staff and partners seek, test, and promote innovative concepts and practices in order to provide cutting-edge tools for youth workers in diverse settings. The Center's *Building Community: A Toolkit for Youth and Adults in Charting Assets and Creating Change* gives users what they need to create youth-adult partnerships, identify community assets, create a community vision and action plan, and mobilize local change. www.theinnovationcenter.org

Onsite-Insights (O/I) is a planning consultant firm dedicated to working with cities to create youth master plans. The two founders were among the original architects of the Hampton youth master planning process. O/I advises city leaders on effective strategies for youth civic

engagement, and has worked with a number of cities on youth master planning efforts. In addition, O/I has used NLC's *City Platform to Strengthen Families and Improve Outcomes for Children and Youth* as a framework for guiding planning processes in Brighton and La Plata County, Colo. www.onsiteinsights.com

Search Institute is an independent nonprofit organization whose mission is to provide leadership, knowledge, and resources to promote healthy children, youth, and communities. At the heart of the Institute's work is the framework of 40 Developmental Assets, which enumerates the positive experiences and personal qualities that young people need to grow up healthy, caring, and responsible. The 40 Developmental Assets have guided youth master planning processes in many cities, helping them design and administer surveys to collect relevant information and measure progress over time. www.search-institute.org

Youth on Board trains young people and adults in the hard and soft skills they need to work together as peers. The organization's philosophy is that developing agendas and budgets requires dealing with attitudes and relationships. Youth on Board provides consulting and training for organizations and municipalities that are interested in involving youth in decision-making. Both adults and youth facilitate these training sessions. Topics include "Understanding Adulthood – Looking at Barriers that Inhibit Youth Involvement" and "Recruiting Young People for Your Project." Youth on Board offers cities helpful tools to facilitate youth-adult communication and partnership throughout the youth master planning process. www.youthonboard.org

Youth Development Strategies, Inc., is a nonprofit research, evaluation, and technical assistance organization that helps cities and communities improve long-term outcomes for youth. YDSI works with local organizations and institutions (e.g., city agencies, schools, and afterschool programs) to design, implement, and evaluate strategies based on their youth development approach to working with young people – building on their strengths, rather than focusing on their weaknesses. The organization's work focuses on three types of activities: conducting and disseminating research supporting the use of a developmental approach to serving youth; evaluating the effectiveness of organizations and institutions in helping youth attain desired outcomes; and developing and providing technical assistance and tools to measure and improve the quality of services to youth. www.ydsi.org

Leon L. Andrews, program director for youth development at NLC's Institute for Youth, Education, and Families, served as the primary author of this action kit. Rebecca Makar, the Institute's former program associate, led early research on city efforts and produced initial drafts for the action kit. Michael Karpman provided editorial assistance and Kate Sandel generated additional city examples and supplementary materials for the final version. Finally, Clifford Johnson, the Institute's executive director, provided overall editorial direction and Alexander Clarke was responsible for the action kit's design and layout.

Preparation and distribution of this action kit were made possible by grants from MetLife Foundation (www.metlife.org), which has supported the Institute's efforts to assist municipal leaders in developing city-school youth master plans and promoting youth participation in local government.

